PAY EQUITY
EQUALITY AT WORK

Pay Equity Implementation in Manitoba Crown Corporations

Manitoba
Labour
Pay Equity
Bureau

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PAY EQUITY IMPLEMENTATION IN MANITOBA CROWN CORPORATIONS

Manitoba Labour
Pay Equity Bureau
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PAY EQUITY IMPLEMENTATION IN MANITOBA CROWN CORPORATIONS EXECUTIVE SUMMARY

* Twenty Crown corporations in Manitoba began the process of implementing pay equity on October 1, 1986 as mandated by The Pay Equity Act. A complete list of these corporations is attached as Appendix A.

* The Pay Equity Act required employer and employee representatives to negotiate and reach agreements by specific deadlines concerning pay equity implementation, followed by a period of up to four years for the phasing in of pay equity wage adjustments.

* The Act obliged each employer, through negotiation with bargaining agents for unionized employees and employee representatives for non-unionized employees, to select and/or develop a single, gender-neutral job evaluation system and to determine the female and male-dominated classes to which the job evaluation system was to be applied, by June 30, 1987 (first agreement).

* After the job evaluation process was completed, a second round of negotiations commenced to assess if gender-based pay inequities existed and, if so, to negotiate the exact allocation and phasing in of necessary pay equity adjustments (second agreement). Parties had up to September 30, 1988 to reach the second agreement and the pay equity adjustments commenced on October 1, 1988.

* As mandated by The Pay Equity Act, the Pay Equity Bureau was established in Manitoba Labour in 1985. One of the major responsibilities of the Bureau was to monitor the implementation of pay equity. The role of the Pay Equity Bureau is described in more detail in Appendix B. During the two-year negotiation process, parties were required to file information, based on their first and second agreements, with the Pay Equity Bureau.

* The information presented in this report is based on the material provided by these organizations to the Pay Equity Bureau. The monitoring report forms are attached as Appendix C.

Highlights of pay equity implementation in Crown corporations include:

- Upon commencement of the pay equity audit on October 1, 1986, the 20 Crown corporations had approximately 13,148 employees with 4,530 women (34.5%) and 8,618 men (65.5%) (Table I:A).

- Three Crown corporations: Manitoba Telephone System, Manitoba Hydro and Manitoba Public Insurance Corporation employed the majority of the overall workforce in these 20 organizations (78% or 10,237 employees).

- Manitoba Telephone System employed 53.3% or 2,416 of the 4,530 women employees in these Crown corporations followed by Manitoba Hydro (14.8%) and Manitoba Public Insurance Corporation (10.5%).

- Thirteen of the Crown corporations had one or more bargaining agents and approximately 89% of the employees in the overall workforce were unionized. Ten unions were involved in pay equity implementation in Crown corporations. A complete list is attached as Appendix D. The Manitoba Government Employees' Association (MGEA) had the highest level of representation with bargaining agents in eight of the Crown corporations. Seven of the smaller Crown corporations, (under 100 employees), comprising 2.5% of the female workforce, were non-unionized.

- The 20 Crown corporations varied according to industrial sector with the highest number of corporations (seven) being in the service sector, followed by four in the finance and insurance sector, three in logging and forestry, two in utilities, two in mining and oil and two in retail and wholesale trade.

- In the first phase of negotiations, parties representing these organizations negotiated the inclusion of 3,581 workers (27.2% of total

workforce) in female job classes and 6,167 (47.5% of total workforce) in male job classes into the pay equity audit.

- The inclusion of these female classes resulted in approximately 74% of the female workforce or 3,362 women being potentially eligible for pay equity adjustments.

- Seven of the 20 crown corporations did not have sufficient male and female-dominated classes for comparison purposes. These organizations were: Channel Area Loggers, Communities Economic Development Fund; Leaf Rapids Town Properties; Manitoba Development Corporation; Manitoba Mineral Resources Ltd.; Manitoba Oil and Gas Corporation; and Moose Lake Loggers Ltd. After consultation with the Pay Equity Bureau, these seven Crowns did not proceed to the second phase of the pay equity audit.

- However, Leaf Rapids Town Properties adjusted one clerical class and Manitoba Mineral Resources Ltd. adjusted two clerical classes to match the comparable pay equity adjustments for clerical classes in the civil service.

- All of the 13 Crown corporations with male and female job classes to be compared, selected and/or developed job evaluation systems which used weighted, point factor methodologies. Eleven Crown corporations selected job evaluation systems through consulting firms, while two developed their own in-house systems.

- Parties negotiated a variety of methodologies for comparison of female and male job classes. Parties representing six corporations negotiated to move the female pay line to the male pay line, while two organizations negotiated to move the female job classes to the male pay line, four corporations negotiated job-to-job class comparisons and one corporation negotiated banding.

- Nine Crown corporations identified gender-based pay inequities, encompassing 70.4% of the female-dominated classes or 88.4% of the

potentially eligible employees whose job classes were assessed for possible pay equity adjustments.

- Four Crown corporations, Manitoba Agricultural Credit Corporation, Manitoba Centennial Corporation, Manitoba Crop Insurance Corporation and Venture Manitoba Tours Ltd. identified no gender-based pay inequities for the classes they compared.

- Overall, 3,324 Crown employees (92.3% female, 7.7% male) in nine Crown corporations received pay equity adjustments. This total represented approximately 68.2% of the female workforce and 25.6% of the overall workforce in these nine organizations (Table I:B).

- The average pay equity adjustment per class for these nine organizations was $1.68 or 14.2% per hour. Adjustments ranged from 6.1% or $0.75 per hour at Workers' Compensation Board to 17.4% or $2.01 per hour at Manitoba Telephone System.

- When pay equity adjustments were assessed by industrial sector, the logging and forestry sector (Manfor Ltd.) had the highest adjustments of $2.22 or 16.2% per hour, followed by the two utilities (Manitoba Telephone System and Manitoba Hydro) at $1.83 or 15.7% per hour. The two Crown corporations in the finance and insurance sector had the lowest average adjustments of $1.00 or 7.3% per hour.

- Based on size of establishment, the five Crown corporations with over 300 employees had the highest adjustments of $1.84 or 14.9% per hour. The four Crown corporations with 100 to 299 employees which identified gender-based pay inequities had average adjustments per class of $1.30 or 12.4% per hour. One corporation with 262 employees and all 10 corporations with under 100 employees had no pay equity wage adjustments.

- According to type of occupation, the clerical groupings, for example secretaries, clerks and bookkeepers represented the majority of classes receiving adjustments (81.3% of all classes) with an average adjustment per hour of $1.64.

- Total payroll costs for pay equity adjustments within Crown corporations were directly related to the percentage of the workforce receiving pay equity adjustments. For example, Manfor Ltd. with 5.5% of its workforce receiving adjustments had a total payroll cost of 0.6%, while Manitoba Telephone System with 39% of its workforce receiving adjustments had a total payroll cost of 4.0%.

- Overall, the average total payroll cost for the nine corporations implementing pay equity adjustments was 1.97%.

- Pay equity wage adjustments commenced in all nine Crown corporations, as of October, 1988. Parties negotiated the number of years for phasing in the pay equity adjustments. Four corporations chose to phase in the adjustments over four years, one corporation negotiated three years, three corporations negotiated two years and one corporation phased in adjustments in one year.

TABLE I:A

SUMMARY OF RESULTS OF PAY EQUITY IMPLEMENTATION IN CROWN CORPORATIONS

PHASE I: OCTOBER 1, 1986 - JUNE 30, 1987

Crown Corporation	Female Employees		Male Employees		Total Employees		Employees in Female Classes		Employees in Male Classes	
	Number	Percent of Entity	Number	Percent of Entity	Number	Percent of Total	Number	% of Entity	Number	% of Total Employees
A.E. McKenzie Company Ltd.	129	70.9%	53	29.1%	182	1.4%	112	61.5%	34	18.7%
Alcoholism Foundation of Manitoba	98	51.3	93	48.7	191	1.5	47	24.6	12	6.3
Channel Area Loggers Ltd.	2	5.6	34	94.4	36	0.3	0	0.0	0	0.0
Leaf Rapids Town Properties**	1	20.0	4	80.0	5	0.04	0	0.0	0	0.0
Manfor Ltd.	47	7.0	622	93.0	669	5.2	32	4.8	289	43.2
Manitoba Agricultural Credit Corporation	20	37.0	34	63.0	54	0.4	17	31.5	17	31.5
Manitoba Centennial Centre Corporation	32	35.2	59	64.8	91	0.7	25	27.5	14	15.4
Manitoba Crop Insurance Corporation	62	23.7	200	76.3	262	2.0	43	16.4	17	6.5
Manitoba Data Services	90	43.3	118	56.7	208	1.6	44	21.2	92	44.2
MDC/CEDF*	10	40.0	15	60.0	25	0.0	0	0.0	0	0.0
Manitoba Hydro	668	16.8	3,302	83.2	3,970	30.6	551	13.9	2,650	66.8
Manitoba Liquor Control Commission	262	33.9	512	66.1	774	6.0	78	10.1	597	77.1
Manitoba Mineral Resources Ltd.**	2	14.3	12	85.7	14	0.1	0	0.0	0	0.0
Manitoba Oil and Gas Corporation	9	60.0	6	40.0	15	0.1	0	0.0	0	0.0
Manitoba Public Insurance Corporation	477	45.4	574	54.6	1,051	8.1	353	33.6	216	20.6
Manitoba Telephone System	2,416	46.3	2,800	53.7	5,216	39.7	2,135	40.9	2,171	41.6
Moose Lake Loggers Ltd.	6	8.0	69	92.0	75	0.6	0	0.0	0	0.0
Venture Manitoba Tours Ltd.	32	58.2	23	41.8	55	0.4	7	12.7	3	5.5
Workers' Compensation Board	167	65.5	88	34.5	255	2.0	137	53.7	55	21.6
Total	4,530	34.5%	8,618	65.5%	13,148	100.0%	3,581	27.2%	6,167	47.5%

* Manitoba Development Corporation/Communities Economic Development Fund ** Adjustments to clerical based on civil service pay equity results

Source: Manitoba Labour, Pay Equity Bureau

TABLE I:B

SUMMARY OF RESULTS OF PAY EQUITY IMPLEMENTATION IN CROWN CORPORATIONS

PHASE II: JULY, 1987 - SEPTEMBER 30, 1988

Crown Corporations*	Employees Receiving Adjustments[1] Females Number	Females % of Total Females	Males Number	Males % of Total Males	Total Number	Total Percent of Entity	Average[1] Adjustment Per Class Dollars	Average[1] Adjustment Per Class Percent**	Number of Years Phasing-In	Total Cost[1] Percent of Total Payroll
A.E. McKenzie Ltd.	47	36.4%	0	0.00%	47	25.8%	$1.25	16.0%	4	4.0%
Alcoholism Foundation of Manitoba	32	32.7	1	1.1	33	17.3	1.95	15.1	4	2.1
Manfor Ltd.	37	78.7	0	0.0	37	5.5	2.22	16.2	2	0.6
Manitoba Agricultural Credit Corporation	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0
Manitoba Centennial Centre Corporation	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0
Manitoba Crop Insurance Corporation	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0
Manitoba Data Services	19	21.1	6	5.1	25	12.0	1.66	11.8	2	0.4
Manitoba Hydro	508	76.0	87	2.6	595	15.0	1.75	14.9	2	1.6
Manitoba Liquor Control Commission	56	21.4	4	0.8	60	7.8	1.79	16.5	3	1.2
Manitoba Public Insurance Corporation	326	68.3	35	6.1	361	34.3	1.20	8.3	1	1.6
Manitoba Telephone System	1,941	80.3	104	3.7	2,045	39.2	2.01	17.4	4	4.0
Venture Manitoba Tours Ltd.	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0
Workers' Compensation Board	103	61.7	18	20.5	121	47.5	0.75	6.1	4	2.1
Total	3,069	68.2%	255	3.0%	3,324	25.6%	$1.68***	14.2%***		

Average Cost = 1.97%***

[1] 1988

* Information based on the 13 Crowns that proceeded to Phase II.
** Represents the average of the percentage increase, not the percentage of the average dollar increase.
*** Totals and averages for 9 crowns implementing adjustments.

Source: Manitoba Labour, Pay Equity Bureau

PREFACE

This report focuses on the implementation of pay equity as mandated by The Pay Equity Act in 20 Manitoba Crown corporations. A complete list of these corporations is provided as Appendix A.

This report provides the following: a profile of the Crown corporations; information on pay equity implementation including; selected female and male job classes for comparison purposes, selected and/or developed job evaluation systems, methodologies for assessment of gender-based pay inequities and for any necessary pay equity adjustments ($ and % per hour), and the results of pay equity implementation including number of workers receiving adjustments, average adjustment; and the total payroll costs for pay equity adjustments.

Other publications in this implementation series include:

Pay Equity Implementation in the Manitoba Civil Service - A Case Study.

Pay Equity Implementation in the Manitoba Universities.

Technical series on implementing pay equity includes:

#1 Job Evaluation

#2 Job Analysis

#3 Interpretation and Wage Adjustments

#4 Negotiating Pay Equity

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INTRODUCTION

The primary reasons for the passage of The Pay Equity Act in 1985 are stated in the preamble to the Act:

> "WHEREAS many women in the Manitoba labour force work in traditionally female occupational groups, where their work is undervalued and underpaid;
>
> AND WHEREAS Canada's international obligations commit this country to implementing the principle of equal pay for work of equal value;
>
> AND WHEREAS section 15 of the Canadian Charter of Rights and Freedoms guarantees individuals equality before and under the law and the right to the equal protection and equal benefit of the law without discrimination;"

Over the past 25 years, the number of women in the paid labour force has increased dramatically. In 1966, 37% of women in Manitoba were in the paid labour force in contrast to 58.6% in 1989. However, even though many women are now working outside the home, they still receive significantly less pay than men. The difference in women's pay in comparison to men is known as the gender wage gap.

According to the Canada Census, there was only a modest decrease in the gender wage gap in Manitoba from 1970 to 1985. In 1970, Manitoba women workers were paid 40% less than men and in 1985 women were still being paid 33% less than men. In 1988, the gender wage gap stood at 32%. Women workers in Manitoba were, on average, paid 68¢ for every $1.00 paid to men.

The wage gap is due to many factors. Compared to men, women tend to work fewer hours per week; are less likely to be employed in unionized jobs; have fewer promotions in an organization; and take more leaves from their jobs due to family responsibilities. However, one of the major reasons for the wage gap is the concentration of women into certain types of jobs.

Although women's participation in the Manitoba labour market continues to grow, the majority of women still work within a narrow range of occupations. Women workers in Manitoba continue to be employed in four major occupational groups, with 31% in clerical, 17% in service, 10% in health and 9% in sales. In contrast, male workers tend to be distributed more evenly throughout a wide variety of occupations. These occupational patterns by gender are reflected in many organizations in all sectors of the economy.

The over-representation of women workers in a narrow range of occupations has an economic impact on women and their families, since these jobs have been traditionally undervalued and consequently underpaid. Historically these jobs have been undervalued because they are mainly done by women. The perceived qualifications for doing these types of jobs include skills which women use in their unpaid roles as caregivers and homemakers.

Pay equity is designed to correct that portion of the gender wage gap resulting from the undervaluing of traditionally female jobs. The principle of pay equity is that the wage for a job should be based on the value of the job rather than the gender of the worker.

The Pay Equity Act is specifically aimed at remedying the undervaluation of traditionally female jobs. The Act specifies that pay equity

> "means a compensation practice which is based primarily on the relative value of the work performed, irrespective of the gender of employees, and includes the requirement that no employer shall establish or maintain a difference between the wages paid to male and female employees, employed by that employer, who are performing work of equal or comparable value".

The Act covers the provincial civil service, which includes the 3 community colleges; 20 Crown corporations; 23 of the larger health care facilities; and the 4 universities.

The legislation outlines a two-year negotiation process followed by a period of up to four years for the phasing in of pay equity wage adjustments. The law obliges each employer, through negotiation with bargaining agents for

unionized employees and employee representatives for non-unionized employees, to select and/or develop a single, gender-neutral job evaluation system; determine male and female-dominated job classes; evaluate these job classes on the basis of the four factors of skill, effort, responsibility and working conditions; assess whether gender-based inequities exist between female and male-dominated job classes; and, if necessary, phase in pay equity wage adjustments for undervalued female-dominated job classes.

Representatives for the employers and employees for the 20 Crown corporations, listed in Appendix A, commenced pay equity negotiations on October 1, 1986. The Pay Equity Act contained specific deadlines for parties to reach agreement during the pay equity process. An agreement respecting the development or selection of a single, gender-neutral job evaluation system, and the male and female-dominated job classes to be compared had to be reached by no later than June 30, 1987.

Once the gender-dominated job classes had been evaluated, a second round of negotiations commenced. These negotiations dealt with determining the gender-based wage inequities and the quantum, allocation and phasing in of the necessary pay equity wage adjustments. This second agreement had to be signed no later than September 30, 1988. The pay equity wage adjustments commenced as soon as the second agreement was reached and the Act allowed a phasing in of pay equity wage adjustments of up to four years.

The corporations completed the Monitoring Report Forms forwarded by the Pay Equity Bureau. The role of the Pay Equity Bureau as related to pay equity implementation in the Crowns is described in Appendix B. The information presented in this report is based on the data provided to the Pay Equity Bureau in these monitoring reports. Copies of these Monitoring Report Forms are included as Appendix C.

This report presents the following information concerning pay equity implementation in Crown corporations:

A. Profile of Crown Corporations

Employee distribution:

- by industrial sector;
- by employer and employee representation;
- by gender of employees;
- by establishment size; and
- by degree of unionization.

B. Female and Male Job Classes in Crown Corporations

Gender-dominated classes:

- classes with 10 or more incumbents, 70% or more gender-dominated; and
- additional classes (classes with less than 10 incumbents which the parties agreed to consider as gender-dominated).

C. Job Evaluation Systems Selected and/or Developed

D. Determination of Gender-Based Pay Inequities

- methodologies for job class comparisons; and
- wage rates used.

E. Pay Equity Wage Adjustments

- female-dominated classes receiving and not receiving adjustments;
- number of employees receiving adjustments; and
- pay equity adjustments ($ and % per hour) by establishment size, sector and occupational category.

F. Total Payroll Costs of Pay Equity Wage Adjustments.

PART I

PROFILE OF CROWN CORPORATIONS

By Industrial Sector

As shown in Table 1.1, the 20 Crown corporations represented a wide range of industrial sectors. The greatest number (seven) were in service industries ranging from real estate and health to accommodation and food. Four corporations were in finance and insurance; three in logging and forestry; two in utilities, two in wholesale and retail trade; and two in mining and oil.

By Employer and Employee Representation

Thirteen of the 20 Crown corporations were unionized (Table 1.1). A complete list of these unions and associations is attached as Appendix D. Three of the corporations had the involvement of more than one union, for example, there were four unions at Manitoba Hydro and three unions at Manitoba Telephone System. The Manitoba Government Employees' Association (MGEA) had the highest level of representation with bargaining agents in eight of the 20 corporations. Employees were not unionized in seven of the smaller corporations (under 100 employees).

As displayed in Table 1.2, 88.7% of the employees in the corporations were unionized. The highest levels of unionization occurred at Manitoba Hydro (3,726 unionized employees or 94% of workforce) and Manitoba Telephone System (4,887 unionized employees or 94% of workforce). Seven of the smaller corporations (under 100 employees) had no unionized workers.

Negotiators for the provincial Civil Service Commission acted on behalf of the employers in four of the Crown corporations: Manitoba Agricultural Credit Corporation; Manitoba Centennial Centre Corporation; Manitoba Crop Insurance Corporation; and Venture Manitoba Tours Ltd.

By Gender of Employees

Manitoba Telephone System employed the majority of women (2,416 women or 53% of the female workforce in all corporations), followed by Manitoba Hydro (668 women or 15%) and the Manitoba Public Insurance Corporation (477 women or 11%). In total, these three corporations employed 79% of the female workforce in these organizations implementing pay equity (Table 1.3).

Gender distribution within an establishment varied widely from one corporation to another. A. E. McKenzie Company Ltd. had the highest percentage of female employees (70.9%), while Manfor Ltd. had the lowest, with 7% of the workforce being female (Table 1.3).

By Establishment Size

Overall, there were approximately 13,148 employees in these corporations with 65.5% men and 34.5% women.

There was a wide range in establishment size among corporations with three organizations; Manitoba Hydro, Manitoba Telephone System and Manitoba Public Insurance Corporation having more than 1,000 employees. These three corporations employed 78% of the overall workforce (Table 1.4). Five corporations were in the range of 100 to 299 employees, and 10 of the 20 organizations had less than 100 employees.

TABLE 1.1
CROWN CORPORATIONS UNDER THE PAY EQUITY ACT
AS OF OCTOBER 1, 1986

Crown Corporation	Industrial Sector	Bargaining Agents*	Other Pay Equity Negotiators
A.E. McKenzie Company Ltd.	Agricultural seed (Wholesale trade)	MFCW	
Alcoholism Foundation of Manitoba	Service (Health & Social)	MGEA	
Channel Area Loggers	Logging & Forestry	N/A***	
Leaf Rapids Town Properties Ltd.	Service (Real Estate)	N/A	
Manfor Ltd.	Logging & Forestry (Pulp & Paper)	CPU, IWA	non-unionized employee representatives
Manitoba Agricultural Credit Corporation	Finance & Insurance	MGEA	Civil Service Commission
Manitoba Centennial Centre Corporation	Service (Real Estate)	MGEA	Civil Service Commission
Manitoba Crop Insurance Corporation	Finance & Insurance	MGEA	Civil Service Commission
Manitoba Data Services	Service (Business)	MGEA	
MDC/CEDF**	Service (Business)	N/A	
Manitoba Hydro	Utility	AMHSSE, CUPE, IBEW, MPHEng	
Manitoba Liquor Control Commission	Trade (Retail)	MGEA	
Manitoba Mineral Resources Ltd.	Mining & Oil	N/A	
Manitoba Oil and Gas Corporation	Mining & Oil	N/A	
Manitoba Public Insurance Corporation	Finance & Insurance	MGEA	
Manitoba Telephone System	Utility	CWC, IBEW, TEAM	
Moose Lake Loggers Ltd.	Logging & Forestry	N/A***	
Venture Manitoba Tours Ltd.	Service (Accommodation and Food)	MGEA	Civil Service Commission
Workers' Compensation Board	Finance & Insurance	CUPE	non-unionized employee representatives

* For listing of bargaining agents and negotiators, see Appendix D.
** Manitoba Development Corporation/Communities Economic Development Fund.
*** Not applicable (non-unionized)

Source: Manitoba Labour, Pay Equity Bureau

TABLE 1.2

CROWN CORPORATIONS

DISTRIBUTION OF EMPLOYEES BY
UNION STATUS: 1986

Crown Corporations	Unionized Employees		Non-Unionized Employees		Total Employees	
	Number	Percent of Entity	Number	Percent of Entity	Number	Percent of Total Entities
A. E. McKenzie Company Ltd	157	86.3%	25	13.7%	182	1.4%
Alcoholism Foundation of Manitoba	179	93.7	12	6.3	191	1.5
Channel Area Loggers	0	0.0	36	100.0	36	0.3
Leaf Rapids Town Properties Ltd.	0	0.0	5	100.0	5	0.04
Manfor Ltd.	563	84.2	106	15.8	669	5.1
Manitoba Agricultural Credit Corporation	47	87.0	7	13.0	54	0.4
Manitoba Centennial Centre Corporation	60	65.9	31	34.1	91	0.7
Manitoba Crop Insurance Corporation	82	31.3	180	68.7	262	2.0
Manitoba Data Services	60	28.8	148	71.2	208	1.6
MDC/CEDF*	0	0.0	25	100.0	25	0.2
Manitoba Hydro	3,726	93.9	244	6.1	3,970	30.2
Manitoba Liquor Control Commission	705	91.1	69	8.9	774	5.9
Manitoba Mineral Resources Ltd.	0	0.0	14	100.0	14	0.1
Manitoba Oil and Gas Corporation	0	0.0	15	100.0	15	0.1
Manitoba Public Insurance Corporation	945	89.9	106	10.1	1,051	8.0
Manitoba Telephone System	4,887	93.7	329	6.3	5,216	39.7
Moose Lake Loggers Ltd.	0	0.0	75	100.0	75	0.6
Venture Manitoba Tours Ltd.	55	100.0	0	0.0	55	0.4
Workers' Compensation Board	201	78.8	54	21.2	255	1.9
Total	11,667	88.7%	1,481	11.3%	13,148	100.0%**

* Manitoba Development Corporation/Communities Economic Development Fund
** Note: Percentages may not add to 100 due to rounding.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 1.3

CROWN CORPORATIONS

Distribution of Employees By Gender: 1986

Crown Corporations	Female Employees		Male Employees		Total Employees	
	Number	Percent of Entity	Number	Percent of Entity	Number	Percent of Total Entities
A. E. McKenzie Company Ltd.	129	70.9%	53	29.1%	182	1.4%
Alcoholism Foundation of Manitoba	98	51.3	93	48.7	191	1.5
Channel Area Loggers	2	5.6	34	94.4	36	0.3
Leaf Rapids Town Properties Ltd.	1	20.0	4	80.0	5	0.04
Manfor Ltd.	47	7.0	622	93.0	669	5.1
Manitoba Agricultural Credit Corporation	20	37.0	34	63.0	54	0.4
Manitoba Centennial Centre Corporation	32	35.2	59	64.8	91	0.7
Manitoba Crop Insurance Corporation	62	23.7	200	76.3	262	2.0
Manitoba Data Services	90	43.3	118	56.7	208	1.6
MDC/CEDF*	10	40.0	15	60.0	25	0.2
Manitoba Hydro	668	16.8	3,302	83.2	3,970	30.2
Manitoba Liquor Control Commission	262	33.9	512	66.1	774	5.9
Manitoba Mineral Resources Ltd.	2	14.3	12	85.7	14	0.1
Manitoba Oil and Gas Corporation	9	60.0	6	40.0	15	0.1
Manitoba Public Insurance Corporation	477	45.4	574	54.6	1,051	8.0
Moose Lake Loggers Ltd.	6	8.0	69	92.0	75	0.6
Manitoba Telephone System	2,416	46.3	2,800	53.7	5,216	39.7
Venture Manitoba Tours Ltd.	32	58.2	23	41.8	55	0.4
Workers' Compensation Board	167	65.5	88	34.5	255	1.9
Total	4,530	34.5%	8,618	65.5%	13,148	100.0%**

* Manitoba Development Corporation/Communities Economic Development Fund

** Note: percentage may not add to 100 due to rounding.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 1.4

CROWN CORPORATIONS

DISTRIBUTION OF EMPLOYEES BY
GENDER AND ESTABLISHMENT SIZE: 1986

Crown Corporations By Size	# of Crowns	Female Employees		Male Employees		Total Employees	
		Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
0-99 Employees	10	114	2.5%	256	3.0%	370	2.8%
100-299 Employees	5	546	12.1	552	6.4	1,098	8.4
300+ Employees	3	3,870	85.4	7,810	90.6	11,680	88.8
Total	20	4,530	100.0%	8,618	100.0%	13,148	100.0%

Note: Percentages may not add to 100 due to rounding.

Source: Manitoba Labour, Pay Equity Bureau

PART II
PAY EQUITY IMPLEMENTATION IN THE MANITOBA CROWN CORPORATIONS

PHASE 1: OCTOBER 1, 1986 - JUNE 30, 1987

A. DETERMINATION OF THE GENDER-DOMINATED JOB CLASSES

As stipulated by The Pay Equity Act, all job classes in each Crown corporation with 10 or more incumbents and 70% or more gender-dominance on the date of commencement of pay equity, October 1, 1986, had to be included in the pay equity audit. These classes are referred to as "10/70" classes. Parties could also negotiate the inclusion of other classes as part of the pay equity exercise. These classes, other than the 10/70 classes, are referred to as "additional" classes. All parties reached agreement within the designated time line of June 30, 1987 regarding the determination of gender-dominated job classes to which the job evaluation system was to be applied.

A.1 Female-Dominated Job Classes

"10/70" Female Classes

Table 2.1 outlines the female-dominated classes (10/70) which met the legislated criteria. The application of the 10/70 provision to determine gender-dominated classes captured 65% of the overall female workforce or 23.9% of the total workforce in Crown corporations.

At Manitoba Telephone System, with the greatest number of female workers, the 10/70 provision captured 81.6% of the female employees. At Manitoba Hydro, 66.3% of the women employees were included, followed by 61.2% at Manitoba Public Insurance Corporation.

As shown in Table 2.2, the 10/70 provision captured 75.9% of the female workforce in corporations with over 300 employees, compared to 18.4% in those with less than 100 employees.

Additional Female Classes

As outlined in The Pay Equity Act, classes other than those defined by the 10/70 provision may be considered gender-dominated in accordance with the negotiated agreement of the parties concerned.

The Pay Equity Bureau issued the following guidelines concerning the criteria for inclusion of these additional classes.

* Classes of 1 - 9 incumbents where the work performed is categorized in an occupational group which in the labour force at large, according to Canada Census data is or has been predominantly male or female, for example, plumber, typist.

* Classes of 1 - 9 incumbents which complete an existing series. For example, if Clerk 1, 2 and 4 are gender-dominated by legislative definition, but Clerk 3 has only 8 incumbents, parties may wish to include that classification.

Parties in 13 corporations negotiated the inclusion of additional female classes. In many of the larger organizations, these classes were not included for evaluations but were added as classes to be assessed for possible pay equity adjustments. These inclusions were mainly to complete class series in order to avoid inversion and/or compression, for example if clerk 1 and 2 were included as "10/70" female classes, clerk 3 was included as an additional class. Therefore, if clerk 1 and 2 received pay equity adjustments, clerk 3 although not part of the evaluation exercise, also received an adjustment.

Overall, an additional 424 employees or 9.4% of the female Crown corporations workforce were included as additional classes in this stage of negotiations (Table 2.3).

As displayed in Table 2.4, the inclusion of additional classes based on establishment size was highest for corporations with 100 to 299 employees (34.7% of female workforce added) and lowest for those with 300 or more employees (5.5% of female workforce).

Total Female Classes

As displayed in Table 2.5, when the "10/70" female-dominated classes and the additional female classes were combined, approximately 74.2% of the female workforce or 27.2% of the total workforce was included in the pay equity audit.

A. E. McKenzie Company Ltd. had the highest percentage of workers (61.5%) followed by 53.7% at Workers' Compensation Board, 40.9% at Manitoba Telephone System and 33.6% at Manitoba Public Insurance Corporation included as female classes in the audit.

TABLE 2.1

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN FEMALE-DOMINATED CLASSES**: 1986

Crown Corporation	Female-Dominated Classes	Females		Males		Total Employees in Female-Dominated Classes	
	Number	Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
A. E. McKenzie Company Ltd.	3	76	58.9%	0	0.0	76	41.8%
Alcoholism Foundation of Manitoba	1	12	12.2	0	0.0	12	6.3
Channel Area Loggers	0	0	0.0	0	0.0	0	0.0
Leaf Rapids Town Properties Ltd.	0	0	0.0	0	0.0	0	0.0
Manfor Ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Agricultural Credit Corporation	0	0	0.0	0	0.0	0	0.0
Manitoba Centennial Centre Corporation	1	18	56.3	3	5.1	21	23.1
Manitoba Crop Insurance Corporation	1	15	24.2	0	0.0	15	5.7
Manitoba Data Services	0	0	0.0	0	5.9	0	0.0
MDC/CEDF*	0	0	0.0	0	0.0	0	0.0
Manitoba Hydro	17	443	66.3	52	1.6	495	12.5
Manitoba Liquor Control Commission	1	30	11.5	7	1.4	37	4.8
Manitoba Mineral Resources Ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Oil and Gas Corporation	0	0	0.0	0	0.0	0	0.0
Manitoba Public Insurance Corporation	9	292	61.2	34	5.9	326	31.0
Moose Lake Loggers Ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Telephone System	14	1,972	81.6	107	3.8	2,079	39.9
Venture Manitoba Tours Ltd.	0	0	0.0	0	0.0	0	0.0
Workers' Compensation Board	5	80	47.9	8	9.1	88	34.5
Total	52	2,938	65.0%	211	2.6%	3,149	23.9%

* Manitoba Development Corporation/Communities Economic Development Fund

**Female-Dominated Classes: 10 or more incumbents, 70% or more female.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.2

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN
FEMALE-DOMINATED CLASSES BY ESTABLISHMENT SIZE: 1986

Crown Corporations By Size	Number of Crowns	Number of Classes	Number of Females	Number of Males	Total Employees		
					Number	Percent of Total Workforce	Percent of Female Workforce
0-99 Employees	10	1	18	3	21	5.7%	18.4%
100-299 Employees	5	10	183	7	190	17.3	33.5
300+ Employees	5	41	2,737	201	2,938	25.1	75.9
Total	20	52	2,938	211	3,149	24.0	65.0%

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.3

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN ADDITIONAL FEMALE CLASSES*: 1986

Crown Corporation	Additional Female Classes	Females		Males		Total Employees in Additional Female Classes	
	Number	Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
A. E. McKenzie Company Ltd.	24	36	27.9%	0	0.0%	36	19.8%
Alcoholism Foundation of Manitoba	10	34	34.7	1	1.1	35	18.3
Channel Area Loggers	0	0	0.0	0	0.0	0	0.0
Leaf Rapids Town Properties Ltd.	0	0	0.0	0	0.0	0	0.0
Manfor Ltd.	31	32	68.1	0	0.0	32	4.8
Manitoba Agricultural Credit Corporation	14	16	80.0	1	2.9	17	31.5
Manitoba Centennial Centre Corporation	4	4	12.5	0	0.0	4	4.4
Manitoba Crop Insurance Corporation	18	28	45.2	0	0.0	28	10.7
Manitoba Data Services	36	43	47.7	1	0.8	44	20.7
MDS/CEDF**	0	0	0.0	0	0.0	0	0.0
Manitoba Hydro	32	53	7.9	3	0.1	56	1.4
Manitoba Liquor Control Commission	12	41	15.6	0	0.0	41	5.3
Manitoba Mineral Resources Ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Oil and Gas Corporation	0	0	0.0	0	0.0	0	0.0
Manitoba Public Insurance Corporation	9	27	5.7	0	0.0	27	2.6
Manitoba Telephone System	17	54	2.2	2	0.1	56	1.1
Moose Lake Loggers Ltd.	0	0	0.0	0	0.0	0	0.0
Venture Manitoba Tours Ltd.	1	7	21.9	0	0.0	7	12.7
Workers' Compensation Board	18	49	29.3	0	0.0	49	19.2
Total	226	424	9.4%	8	0.1%	432	3.3%

*Additional Female Classes: Classes of less than 10 incumbents considered female-dominated

**Manitoba Development Corporation/Communities Economic Development Fund

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.4

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN
ADDITIONAL FEMALE CLASSES* BY ESTABLISHMENT SIZE: 1986

Crown Corporations By Size	Number of Crowns	Number of Classes	Number of Females	Number of Males	Total Employees		
					Number	Percent of Total Workforce	Percent of Female Workforce
0-99 Employees	10	19	27	1	28	7.6%	24.6%
100-299 Employees	5	106	190	2	192	17.5	34.7
300+ Employees	5	101	207	5	212	1.8	5.5
Total	20	226	424	8	432	3.3%	9.0%

*Additional Female Classes: Classes of less than 10 incumbents considered female-dominated

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.5

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN
FEMALE-DOMINATED* AND ADDITIONAL FEMALE CLASSES**: 1986

Crown Corporation	Female Classes	Females		Males		Total Employees in Female Classes	
	Number	Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
A. E. McKenzie Company Ltd.	27	112	86.8%	0	.0%	112	61.5%
Alcoholism Foundation of Manitoba	11	46	46.9	1	1.1	47	24.6
Channel Area Loggers	0	0	0.0	0	0.0	0	0.0
Leaf Rapids Town Properties Ltd.	0	0	0.0	0	0.0	0	0.0
Manfor Ltd.	31	32	68.1	0	.0	32	4.8
Manitoba Agricultural Credit Corporation	14	16	80.0	1	2.9	17	31.5
Manitoba Centennial Centre Corporation	5	22	68.8	3	5.1	25	27.5
Manitoba Crop Insurance Corporation	19	43	69.4	0	.0	43	16.4
Manitoba Data Services	36	43	47.8	1	0.8	44	21.2
MDC/CEDF***	0	0	0.0	0	0.0	0	0.0
Manitoba Hydro	49	496	74.3	55	1.7	551	13.9
Manitoba Liquor Control Commission	13	71	27.1	7	1.4	78	10.1
Manitoba Mineral Resources ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Oil and gas Corporation	0	0	0.0	00	0.0	0	0.0
Manitoba Public Insurance Corporation	18	319	66.9	34	5.9	353	33.6
Manitoba Telephone System	31	2,026	83.9	109	3.9	2,135	40.9
Moose Lake Loggers Ltd.	0	0	0.0	0	0.0	0	0.0
Venture Manitoba Tours Ltd.	1	7	21.9	0	.0	7	12.7
Workers' Compensation Board	23	129	77.2	8	9.1	137	53.7
Total	278	3,362	74.2%	219	2.5%	3,581	27.2%

* Female-Dominated Classes: 10 or more incumbents, 70% or more female
** Additional Female Classes: Classes of less than 10 incumbents considered female-dominated
*** Manitoba Development Corporation/Communities Economic Development Fund

Source: Manitoba Labour, Pay Equity Bureau

A.2 Male-Dominated Job Classes

10/70 Male Classes

Table 2.6 outlines the 10/70 male-dominated classes which were included in the pay equity audit. The application of the 10/70 provision to male-dominated classes resulted in approximately 44.7% of the Crown corporation workforce and 63.6% of the male workers being included in the pay equity exercise for comparison purposes.

Manitoba Hydro had the greatest number of male-dominated classes (76) encompassing 75.8% of the male employees, followed by Manitoba Telephone System with 23 classes or 72.5% of the male workers.

The 10/70 provision restricted the male comparators in many organizations even those with over 200 employees. For example, both Manitoba Crop Insurance Corporation with 262 employees and Workers' Compensation Board with 255 employees had one male-dominated class.

Overall, the 10/70 provision captured 73.1% of the male workforce in corporations with over 300 employees, in contrast to 11.7% in Crown corporations under 100 employees (Table 2.7), demonstrating the applicability of the 10/70 provision in relation to size of the organization.

Additional Male Classes

Parties also negotiated the inclusion of additional male classes. In many organizations, the inclusion of additional male classes for comparator purposes was essential as the 10/70 provision did not provide a reasonable number of male comparators within an organization. For example, A. E. McKenzie Company Ltd. had only one 10/70 male-dominated class but negotiators included an additional seven male classes to serve as comparators. The Alcoholism Foundation of Manitoba had no 10/70 male-dominated classes but negotiated the inclusion of three additional male classes (Table 2.8).

As displayed in Table 2.9, corporations with 100 to 299 employees included 13.4% of the male workforce through additional male classes while corporations with less than 100 employees included 2 additional classes capturing 2.6% of the male workforce.

Total Male Classes

As displayed in Table 2.10, the total number of male classes included in the pay equity audit for comparator purposes varied depending upon the number of 10/70 classes and the agreement of the parties on the inclusion of additional classes. Manitoba Hydro included the greatest number of male classes (91 classes encompassing 78% of the male workforce).

Three corporations, Manitoba Agricultural Credit, Manitoba Centennial Centre and Manitoba Crop Insurance completed this stage of negotiations with each one having one male-dominated class.

The smaller corporations; Channel Area Loggers, Manitoba Development Corporation, Communities Economic Development Fund, Leaf Rapids Town Properties Ltd., Manitoba Mineral Resources Ltd., Manitoba Oil and Gas Corporation, and Moose Lake Loggers Ltd. had no male classes included in the audit.

TABLE 2.6

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN MALE-DOMINATED CLASSES*: 1986

Crown Corporation	Male-Dominated Classes	Females		Males		Total Employees in Male-Dominated Classes	
	Number	Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
A. E. McKenzie Company Ltd.	1	1	0.8%	23	43.4%	24	13.2%
Alcoholism Foundation of Manitoba	0	0	0.0	0	0.0	0	0.0
Channel Area Loggers	0	0	0.0	0	0.0	0	0.0
Leaf Rapids Town Properties Ltd.	0	0	0.0	0	0.0	0	0.0
Manfor Ltd.	10	3	6.4	201	32.3	204	30.5
Manitoba Agricultural Credit Corporation	1	1	5.0	16	47.1	17	31.5
Manitoba Centennial Centre Corporation	1	0	0.0	14	23.7	14	15.4
Manitoba Crop Insurance Corporation	1	0	0.0	17	8.5	17	6.5
Manitoba Data Services	4	15	16.7	66	55.9	81	38.9
MDC/CEFD**	0	0	0.0	0	0.0	0	0.0
Manitoba Hydro	76	59	8.8	2,502	75.8	2,561	64.5
Manitoba Liquor Control Commission	9	163	62.2	415	81.1	578	74.7
Manitoba Mineral Resources Ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Oil and Gas Corporation	0	0	0.0	0	0.0	0	0.0
Manitoba Public Insurance Corporation	5	10	2.1	184	32.1	194	18.5
Moose Lake Loggers Ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Telephone System	23	142	5.9	2,029	72.5	2,171	41.6
Venture Manitoba Tours Ltd.	0	0	0.0	0	0.0	0	0.0
Workers' Compensation Board	1	4	2.4	10	11.4	14	5.5
Total	132	398	8.8%	5,477	63.6%	5,875	44.7%

*Male-Dominated classes: 10 or more incumbents, 70% or more male.

**Manitoba Development Corporation/Communities Economic Development Fund

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.7

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN
MALE-DOMINATED CLASSES BY ESTABLISHMENT SIZE: 1986

Crown Corporations By Size	Number of Crowns	Number of Classes	Number of Females	Number of Males	Total Employees		
					Number	Percent of Total	Percent of Male Workforce
0-99 Employees	10	2	1	30	31	8.3%	11.7%
100-299 Employees	5	7	20	115	136	12.4	24.6
300+ Employees	5	123	377	5,331	5,708	48.9	73.1
Total	20	132	398	5,477	5,875	44.7%	63.6%

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.8

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN ADDITIONAL MALE CLASSES*: 1986

Crown Corporation	Additional Male Classes	Females		Males		Total Employees in Additional Male Classes	
	Number	Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
A. E. McKenzie Company Ltd.	7	1	0.8%	9	17.0%	10	5.5%
Alcoholism Foundation of Manitoba	3	2	2.0	10	10.8	12	6.3
Channel Area Loggers	0	0	0.0	0	0.0	0	0.0
Leaf Rapids Town Properties Ltd.	0	0	0.0	0	0.0	0	0.0
Manfor Ltd.	29	0	0.0	85	13.7	85	12.7
Manitoba Agricultural Credit Corporation	0	0	0.0	0	0.0	0	0.0
Manitoba Centennial Centre Corporation	0	0	0.0	0	0.0	0	0.0
Manitoba Crop Insurance Corporation	0	0	0.0	0	0.0	0	0.0
Manitoba Data Services	2	5	5.6	6	5.1	11	5.3
MDC/CEDF**	0	0	0.0	0	0.0	0	0.0
Manitoba Hydro	15	14	2.1	75	2.3	89	2.2
Manitoba Liquor Control Commission	4	3	1.1	16	3.1	19	2.5
Manitoba Mineral Resources Ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Oil and Gas Corporation	0	0	0.0	0	0.0	0	0.0
Manitoba Public Insurance Corporation	4	0	0.0	22	3.8	22	2.1
Moose Lake Loggers Ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Telephone System	0	0	0.0	0	0.0	0	0.0
Venture Manitoba Tours Ltd.	2	0	0.0	3	13.0	3	5.5
Workers' Compensation Board	11	4	2.4	37	42.0	41	16.1
Total	77	29	0.6%	263	3.1%	292	2.2%

*Additional Male Classes: Classes of less than 10 incumbents considered male-dominated

**Manitoba Development Corporation/Communities Economic Development Fund

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.9

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN ADDITIONAL MALE CLASSES BY ESTABLISHMENT SIZE: 1986

Crown Corporations By Size	Number of Crowns	Number of Classes	Number of Females	Number of Males	Total Employees		
					Number	Percent of Total Workforce	Percent of Male Workforce
0-99 Employees	10	2	0	3	3	1.5%	2.6%
100-299 Employees	5	23	12	62	74	6.7	13.4
300+ Employees	5	52	17	198	215	1.8	2.8
Total	20	77	29	263	292	2.2%	3.1%

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.10

CROWN CORPORATIONS

SUMMARY OF EMPLOYEE DISTRIBUTION IN
MALE-DOMINATED* AND ADDITIONAL CLASSES**: 1986

Crown Corporation	Male Classes	Females		Males		Total Employees in Males Classes	
	Number	Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
A. E. McKenzie Company Ltd.	8	2	1.6%	32	60.4%	34	18.7%
Alcoholism Foundation of Manitoba	3	2	2.0	10	10.8	12	6.3
Channel Area Loggers	0	0	0.0	0	0.0	0	0.0
Leaf Rapids Town Properties Ltd.	0	0	0.0	0	0.0	0	0.0
Manfor Ltd.	39	3	6.4	286	46.0	289	43.2
Manitoba Agricultural Credit Corporation	1	1	5.0	16	47.1	17	31.5
Manitoba Centennial Centre Corporation	1	0	.0	14	23.7	14	15.4
Manitoba Crop Insurance Corporation	1	0	.0	17	8.5	17	6.5
Manitoba Data Services	6	20	22.2	72	61.0	92	44.2
MDC/CEDF***	0	0	0.0	0	0.0	0	0.0
Manitoba Hydro	91	73	10.9	2,577	78.0	2,650	66.8
Manitoba Liquor Control Commission	13	166	63.4	431	84.2	597	77.1
Manitoba Mineral Resources Ltd.	0	0	0.0	0	0.0	0	0.0
Manitoba Oil and Gas Corporation	0	0	0.0	0	0.0	0	0.0
Manitoba Public Insurance Corporation	9	10	2.1	206	35.9	216	20.6
Manitoba Telephone System	23	142	5.9	2,029	72.5	2,171	41.6
Moose Lake Loggers Ltd.	0	0	0.0	0	0.0	0	0.0
Venture Manitoba Tours Ltd.	2	0	.0	3	13.0	3	5.5
Workers' Compensation Board	12	8	4.8	47	53.4	55	21.6
Total	209	427	9.5%	5,740	67.7%	6,167	47.5%

* Male-Dominated Classes: 10 or more incumbents, 70% or more male
** Additional Male Classes: Classes of less than 10 incumbents considered male-dominated
*** Manitoba Development Corporation/Communities Economic Development Fund

Source: Manitoba Labour, Pay Equity Bureau

B. SELECTION AND/OR DEVELOPMENT OF A GENDER-NEUTRAL JOB EVALUATION SYSTEM

In accordance with section 9(1) of The Pay Equity Act, employer and employee representatives had to reach agreement by June 30, 1987 respecting the selection and/or development of a single, gender-neutral job evaluation system. In accordance with this agreement, this job evaluation system was then applied in each organization in order to determine the value of the female and male-dominated classes.

In determining value for the purposes of the Act, the criterion which was applied was the composite of the skill, effort and responsibility normally required in the performance of the work and the conditions under which the work is performed (section 6(1)).

After contact with the Pay Equity Bureau, seven corporations which had no male comparator classes did not participate in the remaining stages of the pay equity audit. These organizations were: Channel Area Loggers; Manitoba Development Corporation; Communities Economic Development Fund; Leaf Rapids Town Properties Ltd.; Manitoba Mineral Resources Ltd.; Manitoba Oil and Gas Corporation; and Moose Lake Loggers Ltd.

At this stage of the pay equity audit, the 13 organizations which had male comparators, that is, male-dominated job classes to which the female classes could be compared, selected and/or developed job evaluation systems.

A variety of systems were selected and/or developed for use by the parties in the Crown corporations. All chose to use weighted, point factor plans with seven organizations selecting Hay & Assoc., two organizations Stevenson-Kellogg, one corporation W.M. Mercer Ltd., and one corporation Peat & Marwick. In addition, two organizations, Manitoba Hydro and Manitoba Data Services, developed their own in-house systems.

The systems selected and/or developed by the corporations are presented in Table 2.11.

TABLE 2.11

CROWN CORPORATIONS

JOB EVALUATION SYSTEMS SELECTED AND/OR DEVELOPED

Crown Corporation	Job Evaluation System
A. E. McKenzie Company Ltd.	Point Factor Stevenson-Kellogg (Aiken Plan)
Alcoholism Foundation of Manitoba	Point Factor Hay & Assoc.
Manfor Ltd.	Point Factor W. M. Mercer Ltd.
Manitoba Agricultural Credit Corporation	Point Factor Hay & Asoc.
Manitoba Centennial Centre Corporation	Point Factor Hay & Assoc.
Manitoba Crop Insurance Corporation	Point Factor Hay & Assoc.
Manitoba Data Services	Point factor Designed In-House
Manitoba Hydro	Point Factor Designed In-House
Manitoba Liquor Control Commission	Point Factor Stevenson-Kellogg (Aiken Plan)
Manitoba Public Insurance Corporation	Point Factor Hay & Assoc.
Manitoba Telephone System	Point Factor Stevenson-Kellogg (Aiken Plan)
Venture Manitoba Tours Ltd.	Point Factor Hay & Assoc.
Workers' Compensation Board	Point Factor Peat Marwick

Source: Manitoba Labour, Pay Equity Bureau

PHASE II: JULY 1, 1987 - SEPTEMBER 30, 1988

Thirteen Crown corporations proceeded to Phase II of the pay equity process. In accordance with the agreement of the parties, the job evaluation systems were applied to the female and male classes in order to determine the composite values of these classes. The composite point values for these job classes and their corresponding wage rates then provided the necessary information for parties to determine and compare the value of work performed by female and male- dominated classes.

Following contact with the Pay Equity Bureau, seven corporations: Channel Area Loggers; Leaf Rapids Town Properties; Manitoba Development Corporation; Manitoba Communities Economic Development Fund; Manitoba Mineral Resources Ltd.; Manitoba Oil and Gas Corporation; and Moose Lake Loggers Ltd. did not proceed to this phase since the parties determined that there were no feasible male classes for comparison of pay practices.

However, it should be noted that Manitoba Mineral Resources Ltd. adjusted the salary ranges of two clerical classes to correspond with the salary ranges including pay equity adjustments for comparable positions in the provincial civil service. Leaf Rapids Town Properties where staff salaries and classifications were based on the civil service/MGEA salary schedules adjusted one secretarial class to match the civil service salary ranges following pay equity wage adjustments.

A. **NEGOTIATED WAGE RATES FOR JOB CLASS COMPARISONS**

The Pay Equity Act gives the parties the flexibility to negotiate the wage rate which is most suitable to the particular circumstances of an organization. As discussed in the Pay Equity Bureau's Booklet 3 - Interpretation and Wage Adjustments, the pay rate level selected for comparison of male and female-dominated job classes should be standardized across the organization. Depending on the circumstances in an organization, either entry or base rate, mid-point or job maximum could be used as an acceptable pay rate for comparison purposes.

The majority of corporations (nine) negotiated to use the maximum hourly rates of the job classes for job class comparisons (Table 2.12). Negotiators for Manitoba Hydro selected the wage rate which was two-thirds up the pay range for each job class while parties at Manitoba Public Insurance Corporation selected the third step of the pay range. A. E. McKenzie Company and Manfor Ltd. had single rates of pay for each job class and that rate was applied for comparison purposes.

Parties also had to negotiate the most suitable date for fixing the wage rates to be used for comparison purposes. Most parties negotiated dates which were as up-to-date and close as possible to the date that they were entering the final stages of negotiations for determining the pay inequities of the female job classes.

TABLE 2.12

CROWN CORPORATIONS

NEGOTIATED WAGE RATES FOR JOB CLASS COMPARISONS

Crown Corporation	Wage Rate ($/hour)
A. E. McKenzie Company Ltd.	Present wage rate - one pay level
Alcoholism Foundation of Manitoba	Maximum of pay range
Manfor Ltd.	Present wage rate - one pay level
Manitoba Agricultural Credit Corporation	Maximum of pay range
Manitoba Centennial Centre Corporation	Maximum of pay range
Manitoba Crop Insurance Corporation	Maximum of pay range
Manitoba Data Services	Maximum of pay range
Manitoba Hydro	2/3 up the pay range
Manitoba Liquor Control Commission	Union classes: maximum rate of pay range Non-union classes: mid point of pay range
Manitoba Public Insurance Corporation	3rd step of pay range
Manitoba Telephone System	Maximum rate of pay range
Venture Manitoba Tours Ltd.	Maximum rate of pay range
Workers' Compensation Board	Maximum rate of pay range

Source: Manitoba Labour, Pay Equity Bureau

B. SELECTED METHODOLOGIES FOR NEGOTIATING PAY EQUITY WAGE ADJUSTMENTS

There are a variety of methodologies that parties may negotiate for the identification of the gender-based pay inequities in their organizations. These methodologies are outlined in the Pay Equity Bureau's Book 3 - Interpretation and Wage Adjustments. This booklet presents five of the most common statistical techniques for identifying and correcting pay inequities for undervalued female job classes. These techniques are:

- comparison of single, female-dominated job class to single, male-dominated job class;
- comparison of single, female job class to male job class cluster;
- adjusting female job classes to male pay line;
- adjusting female job classes to male pay line without altering female-to-female job class relationships (female pay line to male pay line); and
- adjusting female-dominated job classes by banding.

The Pay Equity Bureau presented various methodologies for assessing and for negotiating adjustments since circumstances may vary with different organizations and average and indirect comparisons of value are permitted according to section 6(2) of The Pay Equity Act:

> " Where a public sector employer, in accordance with the procedures for negotiation hereinafter set out, adjusts its compensation practices so that female-dominated classes are assigned a schedule or grade of pay equal to the average or projected average schedule or grade of pay of male-dominated classes performing work of equal or comparable value, the employer shall be deemed to have complied with the obligations to implement pay equity."

Any analysis and resulting correction of pay inequities had to be considered within the legislated framework of The Pay Equity Act. For example, if parties decided to use the technique of adjusting female job classes to the male pay line without altering female-to-female job class relationships, the Pay Equity Bureau cautioned that although this

methodology was advantageous in protecting the interrelationships between female job classes, it should be examined carefully as it may only partially correct the pay discrepancies between comparable male and female job classes.

As displayed in Table 2.13, parties negotiated a variety of methodologies. Six organizations; A. E. McKenzie Company Ltd., Alcoholism Foundation of Manitoba, Manitoba Hydro, Manitoba Liquor Control Commission, Manitoba Public Insurance Corporation and Workers' Compensation Board negotiated to move the female pay line to the male pay line with maintenance of the female scatter of job classes around the male pay line. Two organizations; Manitoba Data Services and Manitoba Telephone System negotiated to move the female job classes to the male pay line. Four corporations; Manitoba Agricultural Credit Corporation, Manitoba Centennial Centre; Manitoba Crop Insurance and Venture Manitoba Tours Ltd. negotiated to use a job-to-job comparison methodology, while Manfor Ltd. negotiated to adjust the female classes by banding or segmenting.

TABLE 2.13

CROWN CORPORATIONS

SELECTED METHODOLOGIES FOR

NEGOTIATING PAY EQUITY WAGE ADJUSTMENTS: 1988

Crown Corporation	Methodology
A. E. McKenzie Company Ltd.	Female pay line to male pay line
Alcoholism Foundation of Manitoba	Female pay line to male pay line
Manfor Ltd.	Banding
Manitoba Agricultural Credit Corporation	Job-to-job comparison
Manitoba Centennial Centre Corporation	Job-to-job comparison
Manitoba Crop Insurance Corporation	Job-to-job comparison
Manitoba Data Services	Female job class to male pay line
Manitoba Hydro	Female pay line to male pay line
Manitoba Liquor Control Commission	Female pay line to male pay line
Manitoba Public Insurance Corporation	Female pay line to male pay line
Manitoba Telephone System	Female job class to male pay line
Venture Manitoba Tours Ltd.	Job-to-job comparison
Workers' Compensation Board	Female pay line to male pay line

Source: Manitoba Labour, Pay Equity Bureau

C. ADJUSTED FEMALE-DOMINATED JOB CLASSES

Parties assessed the female job classes as compared to male job classes using the negotiated methodologies (Table 2.13). Adjustments were then negotiated for the female classes which were identified as being undervalued in the organization.

Table 2.14 displays the adjusted and non-adjusted female classes for each Crown corporation. Manitoba Hydro, Manitoba Liquor Control Commission and Manitoba Public Insurance Corporation adjusted 100% of the female job classes which were assessed. All three organizations used the methodology of moving the female pay line to the male pay line. Manitoba Telephone System adjusted 77.4%, A. E. McKenzie Company 96.2%, Manfor Ltd. 92.5% and Workers' Compensation Board 66.7% of the job classes.

Overall, 70.4% of the female-dominated classes, encompassing 3,324 workers or 88.4% of the employees which were assessed for potential pay inequities were adjusted in Crown corporations.

TABLE 2.14

CROWN CORPORATIONS

SUMMARY OF ADJUSTED AND
NON-ADJUSTED FEMALE CLASSES: 1988

Crown Corporation	Not Adjusted								Adjusted							
	Classes		Females		Males		Employees		Classes		Females		Males		Employees	
	#	% of Total Classes	#	% of Total Assessed	#	% of Total Assessed	#	% of Total Assessed	#	% of Total Classes	#	% of Total Assessed	#	% of Total Assessed	#	% of Total Assessed
A. E. McKenzie Company Ltd.	1	3.8%	55	53.9%	0	-	55	53.9%	25	96.2%	47	46.1%	0	-	47	46.1%
Alcoholism Foundation of Manitoba	3	27.3	9	22.0	0	.0	9	21.4	8	72.7	32	78.0	1	100.0	33	78.6
Manfor Ltd.	3	7.5	3	7.5	0	-	3	7.5	37	92.5	37	92.5	0	-	37	92.5
Manitoba Agricultural Credit Corporation	14	100.0	16	100.0	1	100.0	17	100.0	0	.0	0	.0	0	.0	0	.0
Manitoba Centennial Centre Corporation	5	100.0	22	100.0	3	100.0	25	100.0	0	.0	0	.0	0	.0	0	.0
Manitoba Crop Insurance Corporation	19	100.0	43	100.0	0	-	43	100.0	0	.0	0	.0	0	-	0	.0
Manitoba Data Services	29	69.0	46	70.8	12	66.7	58	69.9	13	31.0	19	29.2	6	33.3	25	30.1
Manitoba Hydro	0	.0	0	.0	0	.0	0	.0	55	100.0	508	100.0	87	100.0	595	100.0
Manitoba Liquor Control Commission	0	.0	0	.0	0	.0	0	.0	16	100.0	56	100.0	4	100.0	60	100.0
Manitoba Public Insurance Corporation	0	.0	0	.0	0	.0	0	.0	20	100.0	326	100.0	35	100.0	361	100.0
Manitoba Telephone System	7	22.6	182	8.6	21	16.8	203	9.0	24	77.4	1,941	91.4	104	83.2	2,045	91.0
Venture Manitoba Tours Ltd.	1	100.0	7	100.0	0	-	7	100.0	0	.0	0	.0	0	-	0	.0
Workers' Compensation Board	8	33.3	15	12.7	0	.0	15	11.0	16	66.7	103	87.3	18	100.0	121	89.0
Total	90	29.6%	398	11.5%	37	12.7%	435	11.6%	214	70.4%	3,069	88.5%	255	87.3%	3,324	88.4%

Source: Manitoba Labour, Pay Equity Bureau

D. PAY EQUITY WAGE ADJUSTMENTS

By Organization

As displayed in Table 2.15, nine Crown corporations identified gender-based pay inequities. For these organizations, the adjustments ranged from 6.1% or $0.75 per hour, at Workers' Compensation Board to 17.4% or $2.01 per hour at Manitoba Telephone System. For the nine corporations that negotiated pay equity adjustments, the average adjustment per class was $1.68 or 14.2% per hour. Overall, 3,324 Crown corporation employees (92.3% female, 7.7% male) received pay equity adjustments.

Four Crown corporations: Manitoba Agricultural Credit; Manitoba Centennial Centre; Manitoba Crop Insurance; and Venture Manitoba Tours Ltd.; identified no pay inequities for the classes they compared and had no pay equity wage adjustments. Parties for these four corporations had all negotiated the methodology of job-to-job comparisons.

By Unionization

Two hundred and fourteen classes in Crown corporations received pay equity wage adjustments. The majority of these classes (74.8%) were unionized as displayed in Table 2.16.

The overall adjustment for the unionized classes was $1.64 or 14.6% per hour. The non-unionized classes received an overall adjustment of $1.81 or 13% per hour.

By Industrial Sector

When pay equity wage adjustments were compared by industrial sector, the primary sector (logging and forestry, Manfor Ltd.) had the highest adjustments of $2.22 or 16.2% per hour, followed by the utilities (Manitoba Telephone System and Manitoba Hydro) at $1.83 or 15.7% (Table 2.17). Corporations in the finance and insurance sector had the lowest average adjustments of $1.00 or 7.3% per hour.

By Establishment Size

For the nine corporations which identified gender-based pay inequities, the five corporations with 300 and over employees had the highest adjustments of $1.84 or 14.9% per hour (Table 2.18). The four Crown corporations with 100 to 299 employees had adjustments of $1.30 or 12.4% per hour.

By Number of Workers Receiving Pay Equity Wage Adjustments

The majority of workers receiving pay equity wage adjustments were employed at Manitoba Telephone System (2,045 employees, 39.2% of workforce) followed by Manitoba Hydro (595 employees, 15% of workforce) and Manitoba Public Insurance Corporation (361 employees, 34.3% of workforce) (Table 2.15). Overall, 3,324 employees representing 25.3% of the workforce in the nine corporations received pay equity adjustments.

By Occupational Category

As displayed in Table 2.19, the highest adjustment by occupational category or grouping was for processing jobs (e.g. seed processing) at $2.53 per hour, followed by service jobs (e.g. cleaners) at $1.99 per hour, and occupations in natural science and mathematics (e.g. statistical technicians) at $1.93 per hour.

Table 2.20 presents the percentage distribution of classes receiving adjustments by occupational category. The clerical category (e.g. secretaries, clerks, bookkeepers) represented the majority of classes receiving adjustments (81.3%). The next highest category was service at 6.5%, followed by natural sciences and mathematics (4.2%) and managerial at 3.7%.

TABLE 2.15

CROWN CORPORATIONS

AVERAGE ADJUSTMENTS PER CLASS ($ AND %): 1988

Crown Corporation	Adjusted Classes: Classes	Females	% of Female Workforce	Males	Total Employees	% of Total Workforce	Average Adjustment (per hour): Dollars	Percent*
A. E. McKenzie Company Ltd.	25	47	36.4%	0	47	25.8%	$1.25	16.0%
Alcoholism Foundation of Manitoba	8	32	32.7	1	33	18.2	1.95	15.1
Manfor Ltd.	37	37	7.9	0	37	5.5	2.22	16.2
Manitoba Agricultural Credit Corporation	0	0	0.0	0	0	0.0	0.00	0.0
Manitoba Centennial Centre Corporation	0	0	0.0	0	0	0.0	0.00	0.0
Manitoba Crop Insurance Corporation	0	0	0.0	0	0	0.0	0.00	0.0
Manitoba Data Services	13	19	21.1	6	25	12.0	1.66	11.8
Manitoba Hydro	55	508	76.1	87	595	15.0	1.75	14.9
Manitoba Liquor Control Commission	16	56	21.4	4	60	7.8	1.79	16.5
Manitoba Public Insurance Corporation	20	326	72.9	35	361	34.3	1.20	8.3
Manitoba Telephone System	24	1,941	80.3	104	2,045	39.2	2.01	17.4
Venture Manitoba Tours Ltd.	0	0	0.0	0	0	0.0	0.00	0.0
Workers' Compensation Board	16	103	61.7	18	121	47.5	0.75	6.1
Total	214	3,069	67.8%	255	3,324	25.3%	$1.68	14.2%

* Represents the average of the percentage increase, not the percentage of the average dollar increase.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.16

CROWN CORPORATIONS

AVERAGE ADJUSTMENTS PER CLASS ($ AND %)
BY UNION STATUS: 1988

Crown Corporation	Adjusted Unionized Classes			Adjusted Non-Unionized Classes		
	Number	Average Adjustment (per hour) Dollars	Percent	Number	Average Adjustment (per hour) Dollars	Percent
A. E. McKenzie Company Ltd.	23	$1.34	17.1%	2	$0.22	2.4%
Alcoholism Foundation of Manitoba	8	1.95	15.1	0	-	-
Manfor	13	2.47	18.9	24	2.09	14.8
Manitoba Agricultural Credit Corporation	0	-	-	0	-	-
Manitoba Centennial Centre Corporation	0	-	-	0	-	-
Manitoba Crop Insurance Corporation	0	-	-	0	-	-
Manitoba Data Services	11	1.35	10.7	2	3.37	17.4
Manitoba Hydro	37	1.80	15.9	18	1.64	12.9
Manitoba Liquor Control Commission	15	1.81	16.9	1	1.51	10.6
Manitoba Public Insurance Corporation	15	1.10	7.9	5	1.50	9.5
Manitoba Telephone System	24	2.01	17.4	0	-	-
Venture Manitoba Tours Ltd.	0	-	-	0	-	-
Workers' Compensation Board	14	0.73	6.0	2	0.95	7.1
Total	160	$1.64	14.6%	54	$1.81	13.0%

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.17

CROWN CORPORATIONS

ADJUSTED CLASSES BY UNION STATUS
AND INDUSTRIAL SECTOR: 1988

Sector	Adjusted Unionized Classes (Per hour)				Adjusted Non-Unionized Classes (Per hour)			Average Adjustment (Per hour)	
	Number of Entities	Number	Average Dollars	Adjustment Percent	Number	Average Dollars	Adjustment Percent	Dollars	Percent*
Finance/Insurance	2	29	$0.92	6.9%	7	$1.34	8.8%	$1.00	7.3%
Primary (Logging and Forestry)	1	13	2.47	18.9	24	2.09	14.8	2.22	16.2
Services	2	19	1.60	12.6	2	3.37	17.4	1.77	13.0
Trade	2	38	1.53	17.0	3	0.65	5.1	1.46	16.2
Utilities	2	61	1.88	16.5	18	1.64	12.9	1.83	15.7

*Represents the average of the percentage increase, not the percentage of the average dollar increase.

Finance/Insurance - Manitoba Public Insurance Corporation, Workers' Compensation Board
Primary - Manfor Ltd.
Services - Alcoholism Foundation of Manitoba, Manitoba Data Services
Trade - A. E. McKenzie Company Ltd., Manitoba Liquor Control Commission
Utilities - Manitoba Hydro, Manitoba Telephone System

Source: Manitoba Labour. Pay Equity Bureau

TABLE 2.18

CROWN CORPORATIONS

ADJUSTED FEMALE CLASSES BY
UNION STATUS BY ESTABLISHMENT SIZE: 1988

Crown Corporations By Size	Adjusted Unionized Classes				Adjusted Non-Unionized Classes			Average Adjustment per class	
	Number of Crowns	Number	Average Adjustment (per hour) Dollars	Percent	Number	Average Adjustment (per hour) Dollars	Percent	(per hour) Dollars	Percent
100-299 Employees	4	56	$1.28	12.8%	6	$1.51	9.0%	$1.30	12.4%
300+ Employees	5	104	1.83	15.6	48	1.85	13.5	1.84	14.9
Total	9	160	$1.64	14.6%	54	$1.81	13.0%	$1.68	14.2%

* Represents the average of the percentage increase, not the percentage of the average dollar increase.

Source: Manitoba Labour. Pay Equity Bureau

TABLE 2.19

CROWN CORPORATIONS

ADJUSTED CLASSES AND AVERAGE ADJUSTMENT
PER CLASS BY OCCUPATIONAL CATEGORIES*: 1988

Crown Corporation	Managerial		Nat. Science		Soc. Science		Medicine		Clerical		Service		Processing		Machining	
	Classes	Avg Adj ($/hr)	Classes	Avg Adj ($/hr)	Classes	Avg Adj ($/hr)	Classes	Avg Adj ($/hr)	Classes	Avg Adj ($/hr)	Classes	Avg Adj ($/hr)	Classes	Avg Adj ($/hr)	Classes	Avg Adj ($/hr)
A. E. McKenzie Company Ltd.	0	-	1	$1.27	0	-	0	-	21	$1.18	0	-	2	$2.53	1	$.24
Alcoholism Foundation of Manitoba	0	-	0	-	1	$2.71	0	-	6	$1.74	1	$2.47	0	-	0	-
Manfor Ltd.	6	$1.33	1	$2.15	0	-	0	-	30	$2.40	0	-	0	-	0	-
Manitoba Agricultural Credit Corporation	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Manitoba Centennial Centre Corporation	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Manitoba Crop Insurance Corporation	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Manitoba Data Services	1	$3.57	1	$1.41	0	-	0	-	11	$1.31	0	-	0	-	0	-
Manitoba Hydro	0	-	0	-	2	.84	3	$1.74	45	$1.80	5	$1.72	0	-	0	-
Manitoba Liquor Control Commission	0	-	0	-	0	-	0	-	13	$1.72	3	$2.09	0	-	0	-
Manitoba Public Insurance Corporation	0	-	0	-	0	-	0	-	20	$1.20	0	-	0	-	0	-
Manitoba Telephone System	1	$2.46	6	$2.09	0	-	0	-	12	$1.88	5	$2.12	0	-	0	-
Venture Manitoba Tours Ltd.	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Workers' Compensation Board	0	-	0	-	0	-	0	-	16	$.75	0	-	0	-	0	-
Total	8	$1.75	9	$1.93	3	$1.46	3	$1.74	174	$1.64	14	$1.99	2	$2.53	1	$.24

* Occupational categories according to Canadian Classification and Dictionary of Occupations, Employment and Immigration Canada.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.20

CROWN CORPORATIONS

PERCENTAGE DISTRIBUTION OF ADJUSTED CLASSES
BY OCCUPATIONAL CATEGORY: 1988

Occupational Category	Classes		Average Adjustment (per hour)	
	Number	Percent of Total Classes	Dollars	Percent
Clerical	174	81.3%	$1.64	13.9%
Machining	1	0.5	0.24	2.6
Managerial	8	3.7	1.75	11.0
Medicine & Health	3	1.4	1.74	10.6
Natural Science & Mathematics	9	4.2	1.93	14.8
Processing	2	0.9	2.53	39.2
Service	14	6.5	1.99	18.8
Social Science	3	1.4	1.46	7.9
Total	214	100.0%	$1.68	14.2%

Note: Percentages may not add to 100 due to rounding.

Source: Manitoba Labour. Pay Equity Bureau

E. TOTAL PAYROLL COSTS OF PAY EQUITY WAGE ADJUSTMENTS

As stipulated in section 7(3) of The Pay Equity Act, nothing in the Act requires any public sector employer to implement pay equity wage adjustments

(a) in any 12 month period, in an amount in excess of 1% of the total payroll of the employer for the immediately preceding 12 month period; and
(b) after the employer concerned has made such adjustments during 4 consecutive 12 month periods.

The total costs for the pay equity wage adjustments for the Crown corporations are displayed in Table 2.21. Costs were directly related to the percentage of the workforce receiving pay equity wage adjustments. For example, Manfor Ltd. with 5.5% of its workforce receiving adjustments had a total payroll cost of 0.6% while Manitoba Telephone System with 39% of its workforce and A. E. McKenzie Company Ltd. with 26% of its workforce receiving adjustments had total payroll costs of 4.0%. Overall, the average total payroll cost for the nine corporations implementing pay equity adjustments was 1.97%.

Pay equity wage adjustments commenced in all nine corporations as of October, 1988. Parties negotiated the number of years for implementing the pay equity adjustments. Four of the nine organizations chose to phase in the pay equity adjustments over a four-year period, one over a three-year period, three over a two-year period and one in a one-year period.

TABLE 2.21

CROWN CORPORATIONS

TOTAL PAYROLL COSTS FOR PAY EQUITY WAGE ADJUSTMENTS: 1988

	Yearly Adjustments as a Percentage of Total Payroll				Total Cost
	Year 1 1988	Year 2 1989	Year 3 1990	Year 4 1991	%
A. E. McKenzie Company Ltd.	1.0%	1.0%	1.0%	1.0%	4.0%
Alcoholism Foundation of Manitoba	0.53	0.53	0.53	0.53	2.1
Manfor Ltd.	0.3	0.3	0.0	0.0	0.6
Manitoba Agricultural Credit Corporation	0.0	0.0	0.0	0.0	0.0
Manitoba Centennial Centre Corporation	0.0	0.0	0.0	0.0	0.0
Manitoba Crop Insurance Corporation	0.0	0.0	0.0	0.0	0.0
Manitoba Data Services	0.2	0.2	0.0	0.0	0.4
Manitoba Hydro	1.1	0.5	0.0	0.0	1.6
Manitoba Liquor Control Commission	0.4	0.4	0.4	0.0	1.2
Manitoba Public Insurance Corporation	1.6	0.0	0.0	0.0	1.6
Manitoba Telephone System	0.9	1.0	1.0	1.1	4.0
Venture Manitoba Tours Ltd.	0.0	0.0	0.0	0.0	0.0
Workers' Compensation Board	0.53	.53	0.53	0.53	2.1
Average Cost (% of total payroll)**					= 1.97%**

** Average for nine corporations implementing adjustments
Average % cost represents the average of the percent costs for each of these corporations implementing adjustments

Source: Manitoba Labour, Pay Equity Bureau

APPENDIX A

LIST OF CROWN CORPORATIONS IMPLEMENTING PAY EQUITY

Crown Entities

A. E. McKenzie Company Ltd.
Alcoholism Foundation of Manitoba
Channel Area Loggers
Communities Economic Development Fund
Leaf Rapids Town Properties
Manfor Limited
Manitoba Agricultural Credit Corporation
Manitoba Centennial Corporation
Manitoba Crop Insurance Corporation
Manitoba Data Services
Manitoba Development Corporation
Manitoba Hydro
Manitoba Liquor Control Commission
Manitoba Mineral Resources Limited
Manitoba Oil and Gas Corporation
Manitoba Public Insurance Corporation
Manitoba Telephone System
Moose Lake Loggers Limited
Venture Manitoba Tours
Workers' Compensation Board

APPENDIX B

THE ROLE OF THE MANITOBA PAY EQUITY BUREAU

The Pay Equity Bureau was established in 1985 as mandated by The Pay Equity Act. The primary roles of the Bureau are:

- to establish the principle of pay equity in Manitoba, the principle being that wages should reflect the value of the job, regardless of the gender of the worker; and

- to inform employers, employees and bargaining agents of the principles and practices of pay equity.

The Pay Equity Bureau provided the following services to the organizations implementing pay equity under The Pay Equity Act:

- technical assistance and information to employees, unions and other employee representatives, and employers, particularly with regard to job evaluation and the technical interpretation of data;

- educational material and training to organizations on all aspects of pay equity in general and also on specific areas such as job evaluation, job analysis and the interpretation of salary data as related to pay equity implementation; and

- upon request, conciliation and mediation services of matters related to pay equity implementation.

In addition, the Pay Equity Bureau has the responsibility for monitoring the implementation of pay equity by organizations covered by The Pay Equity Act. The Pay Equity Bureau developed monitoring report forms. The timing of the monitoring reports was closely tied to the signing by the parties of the first and second Agreements. The Pay Equity Bureau presented the reports to the Pay Equity Officers for the organizations prior to the reports being finalized in order to ensure that all parties understood what information would be requested.

The first Monitoring Report (Form 1) focused on the following:

A. Employee profiles
   - by union status
   - by gender
B. Determination of male and female-dominated job classes
C. Job evaluation system
   - Type of System
   - Selection Process
D. Job analysis
E. Job evaluation test application
F. Communications

The second Monitoring Report (Form 2) focused on the following aspects of pay equity implementation:

A. Gender-dominated classes for evaluation and/or wage adjustments
B. Job evaluation system
   - changes/modifications or additions since first report
C. Job analysis
D. Job rating
E. Methodology for job class comparison
F. Wage negotiation process and adjustments
G. Wage gap assessment

Copies of the Monitoring Report Forms I and II and instructions for analysis of the gender wage gap are included as Appendix C.

APPENDIX C

Pay Equity Implementation

Monitoring Report Form I

Pay Equity Bureau
Manitoba Labour
April 1989

_____
Organization, Corporation or Entity

Monitoring Report Form 1

A. General Information (as of commencement date _____ of pay equity)
(please specify)

	Total	Male	Female
Total Number of Employees	_____	_____	_____
Full time	_____	_____	_____
Part time	_____	_____	_____
Other (Specify)	_____	_____	_____
Total Unionized (Certified)	_____	_____	_____
By Union (Name) _____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
Non-Unionized _____	_____	_____	_____
Exempt (As defined in Labour Relations Act) _____	_____	_____	_____

B. Determination of Classes

1. Please attach as Appendix B all classes within your organization. Indicate union, non-union status, and the numbers of males and females within each class, and the total number of classes. (Appendix B_1). (As of commencement date)

2. Indicate which classes within your organization have 10 or more incumbents and 70% predominance of male or female incumbents. (Appendix B_2). (As of commencement date)

3. Did your organization select additional classes? ____ Yes ____ No

If yes:

a) List the classes your organization selected as part of the pay equity process as Appendix B_3 outlining class, number of male and female employees in each class, gender dominance of class, union/non-union status of class, and the steps or pay grids for each class as of commencement date.

b) What was the rationale for the selection of these classes?

_____

_____

_____

c) List who was involved in the selection process.

_____

_____

C. Job Evaluation System

1. What resources were used to implement pay equity? (Check all that apply).

___ Consultants ___ Within Corporation ___ Union ___ Other

Supply the names, addresses and phone numbers of the contact persons responsible for design of your job evaluation system.

_____

_____

_____

_____

2. a) Please indicate the type of job evaluation system you have selected or developed for pay equity purposes. (Weighted point, factor, policy capturing, etc.)

_____

b) List who was involved in the selection of the system.

_____

_____

c) Generally outline the reasons for choosing the system.

_____

_____

_____

d) Is this job evaluation plan covered by copyright?

___ Yes ___ No

e) Has the plan been used for pay equity purposes before? If yes, please elaborate.

_____

_____

3. Please indicate the breakdown of any sub-factors used in your system and identify their relationship to the major criteria of skill, effort, responsibility and working conditions. In addition, indicate the relative weighting attributed to each factor. (Appendix C_2).

4. Is the job evaluation plan proposed an "off-the-shelf" plan? Did you make any modifications to the plan? If so, please indicate both design and weighting changes.

_____

_____

_____

5. Did you make any specific modifications to ensure gender-neutrality? If so, identify and explain.

_____

_____

D. Job Analysis

1. What methods were used for gathering information for job analysis? (Check all that apply).

____ Questionnaire ____ Interview

____ Updating old descriptions ____ On-the-job observation

____ Employees writing their own ____ Supervisor input

____ Other (please specify) _____

Please attach forms and sample description format. (Appendix D_1).

E. Job Evaluation Test Application

1. What steps were taken to test the application of your job evaluation system? (Appendix E_1).

_____

_____

_____

2. Outline any specific rules used to ensure gender-neutrality or factor interpretation for applying your job evaluation system? (Appendix E_2).

_____

_____

_____

3. Indicate who was involved on your rating committee. (Appendix E). Also attach any relevant terms of reference of your rating committee.

_____

_____

_____

F. Communications

Have you agreed on a communication plan to educate employees and management about pay equity? Please attach any relevant material. (Appendix F_1).

____ Yes ____ No

APPENDIX C

Pay Equity Implementation

Monitoring Report Form II

PHASE II: July 1, 1987 - September 30, 1988

Pay Equity Bureau
Manitoba Labour

0904D

Monitoring Report Form II

Please fill out and forward the appropriate sections of this form as each of the stages outlined below is completed:

A. Gender-Dominated Classes for Evaluation and/or Wage Adjustments

B. Job Evaluation System

C. Job Analysis

D. Job Rating

E. Methodology for Job Class Comparison

F. Wage Negotiation Process and Adjustments

G. Wage Gap Assessment

A. Gender-Dominated Classes for Evaluation and/or Wage Adjustments

1. Please list on the attached form all classes which are:

   - part of evaluation process;

   - not evaluated but part of wage adjustment process; and

   - classes which have been deleted or added since the fixing of classes for the First Agreement. Note the rationale for the deletion or addition of these classes.

Gender-Dominated Classes

(Evaluated: 10/70)

Class (10/70)	Gender	Union/Non-Union/Excluded

* Star any added classes since First Agreement.
** List any classes which have been deleted since First Agreement.

Gender-Dominated Classes

(Evaluated: Additional)

Class (Additional)	Gender	Union/Non-Union/Excluded

* Star any added classes since First Agreement.
** List any classes which have been deleted since First Agreement.

Gender-Dominated Classes

(Not Evaluated but Eligible for Wage Adjustments)

Additional Classes	Union/Non-Union/Excluded

* Star any added classes since First Agreement.
** List any classes which have been deleted since First Agreement.

B. Job Analysis

1. Concerning the gathering of information for job analysis, attach as Appendix B the following information if applicable:

   a) description of method used to gather information for job analysis;

   b) copies of forms, sample job descriptions and questionnaires;

   c) criteria and rationale for selection of incumbents to be representative of job class;

   d) number and gender of incumbents selected from each class for job content information;

   e) training of incumbents on completing job content information; and

   f) what policies and steps were used to maintain gender-neutrality during this process, particularly in the area of job description writing, and selection and training of incumbents.

C. Job Rating

1. If a rating process was used in the evaluation of jobs, please provide information as Appendix C on:

   a) who was responsible for the rating of jobs;

   b) if a committee was used for rating, outline:

      i) number of committees;

      ii) criteria and procedures used for selection of committee members;

      iii) number and type of representatives on each committee outlining: representation by management, unions, gender, and type of occupation. Also, identify chairperson(s) and facilitator(s) if used;

      iv) training of committee members on rating jobs (course content and course length);

      v) procedures used to resolve lack of consensus among committee members during evaluation process;

      vi) review procedures, if applicable, after ratings were completed.

   c) benchmark positions (if applicable) used in rating process; and

   d) what policies and steps were used to maintain gender-neutrality during this process particularly in the area of training.

D. Methodology for Comparison of Male and Female-Dominated Classes

1. Attach as Appendix D, a description of the method used to compare male and female-dominated classes, the rationale for the method and the results including:

   - Pay rates used for evaluated classes (indicate if rate is minimum, mid-point, maximum or other and reasons for choice);

   - Value points for all female and male-dominated evaluated classes for each factor and composite;

   - Scattergram (if applicable); and

   - Calculations if applicable including regression analysis and wage regression lines.

E. Wage Negotiation Process and Adjustments

1. Attach as Appendix E, the following information:

   a) Committee structure for wage negotiation process outlining:

      - representation by management, union according to gender; and
      - identification of chairperson(s) and facilitators (if applicable).

   b) Criteria and procedure used for selection of committee members.

2. Attach as Appendix E2, the following information:

   a) Interpretations of:

      - payroll used for pay equity implementation; and
      - wages.

   b) Criteria and methodology which were used for:

      - determining the amount of wage adjustments;
      - the allocation or distribution of the wage adjustments among the entitled female classes; and
      - the timing or phasing-in of wage adjustments.

3. Attach as Appendix E3, the following information for the female-dominated classes receiving adjustments:

   - a list of all classes identified as 10/70's and additional;
   - total employee counts by gender for each class as of the date of initial adjustment;
   - the wage rate for each of the classes before adjustment, the amount of adjustment per year and total adjustment after 4 years; and
   - the projected estimates or costs per year in dollars and as a percentage of payroll for the wage adjustments for each class and the total for all classes.

4. Attach as appendix E4 the following information for the female-dominated classes not receiving adjustments:

   - a list of all classes identified as 10/70's and additional; and
   - total employee counts by gender as of the initial date of wage adjustments.

5. Attach the following summary sheet as Appendix F5 with information on number of employees and total number of classes receiving adjustments and not receiving adjustments.

A. General Information (as of day prior to first pay equity adjustment)

	Total	Male	Female
Total Number of Employees			
Full time			
Part time			
Other (Specify)			
Total Unionized (Certified)			
By Union (Name)			
Non-Unionized			
Exempt (As defined in Labour Relations Act)			

B. Class Adjustments

		Employees		
	Classes	Female	Male	Total
i) 10 or more, 70% female-dominated				
- adjusted				
- not adjusted				
ii) additional classes, female-dominated				
- adjusted				
- not adjusted				

F. Assessment of the Wage Gap

1. For comparison of male and female wages prior to and after the pay equity wage adjustment process, please provide as Appendix F1: (Instructions on how to do these calculations are attached).

   a) the weighted average hourly rates for each female-dominated class which received adjustments and the overall total for these classes prior to and after 1% wage adjustment and projected 4% adjustment; and

   b) the weighted average hourly rates for each male-dominated class and average total for these classes evaluated as part of pay equity process; and

   c) the overall weighted average hourly rate for all female employees and all male employees prior to and after each wage adjustment and the projected total adjustment.

Pay Equity Implementation

Instructions to

Monitoring Report Form II

Section F - Assessment of the Wage Gap

Pay Equity Bureau
Manitoba Labour
April 1989

Assessment of the Wage Gap in an Organization

In order to do the calculations for section G of the Pay Equity Implementation Monitoring Report Form II, more detailed instructions are presented as follows:

I. For Section F.1.a.

1) The weighted* average hourly rates for each female class receiving pay equity adjustments (include gender-dominated 10/70 classes and additional classes with less than 10 incumbents)

i) Pre-pay equity adjustment

First step: Calculation of average wage rate for one class

Calculate this rate by:

- Listing the actual hourly wage rate for each incumbent and the total number of incumbents in the class according to each pay step in the class:

For example: Clerk 3

Pay Steps	Hourly Rate	Number of Incumbents
1.	$ 10.76/hour	2
2.	11.07	2
3.	11.42	1
4.	11.78	5
5.	12.16	6
6.	12.59	4
		20

- In order to compute a total, multiply the number of incumbents by the actual wage rate for each pay grade and add.

*Note: weighting means a calculation of average hourly rates on the basis of the number of incumbents in each pay step

For example: Clerk 3

Pay Step	Hourly Rate	Number of Incumbents	Total Wages/Hourly
1.	10.76	2	$ 21.52
2.	11.07	2	22.14
3.	11.42	1	11.42
4.	11.78	5	58.90
5.	12.16	6	72.96
6.	12.59	4	50.36
	Total	20	$237.30

- Compute the average wage rate for each class by dividing total hourly wages by total number of incumbents.

For example: Clerk 3

$$\text{average wage rate} = \frac{\text{total wages}}{\text{total number of incumbents}} = \frac{\$237.30}{20} = \$11.87$$

ii) Post-pay equity adjustment:

For calculation of the average wage rate for each female class after adjustment:

- Use the same methodology as outlined above for the pre-pay equity adjustment, only substitute the post-pay equity wage rates:

For example: Clerk 3

Pay Steps	Pre-Pay Equity	Total Adjust.	Post-Pay Equity	Number of Incumbents	Post-Pay Equity Total Wages/ Hourly
1	$10.76	$2.00	$12.76	2	$ 25.52
2	11.07	2.00	13.07	2	26.14
3	11.42	2.00	13.42	1	13.42
4	11.78	2.00	13.78	5	68.90
5	12.16	2.00	14.16	6	84.96
6	12.59	2.00	14.59	4	58.36
	Total			20	$277.30

Average post-pay equity wage rate = $\frac{\$277.30}{20}$

= $ 13.87

- If the yearly adjustments are to be done with the adjustments being the same amount per year, the average wage rates after adjustment can just be calculated on a total adjustment basis. The yearly adjustment does not have to be shown. For example, $2.00 total adjustment distributed evenly over 4 years as 60¢ per year.

- If the yearly adjustments are not the same from one year to the next, calculations of average wage rates should be done for each year of adjustment.

2) Second step: Calculation of average wage rate for all female classes receiving adjustments

To determine the overall total average wage rate for female classes receiving pay equity adjustments:

- Using the methodology outlined in Section I.1.i, compute individual average wage rates for all of these classes pre and post-pay equity. (Include gender-dominated 10/70 classes and additional classes).

- Add these rates and divide by total number of classes to determine the average rate for all classes.

For example:

Female Class	Average Wage Rate Pre-Pay Equity	Post-Pay Equity
Clerk 3	$11.87	$13.87
Secretary 2	10.24	12.50
Bookkeeper 2	12.20	13.90
Total	$34.31	$40.27
Average Rate =	34.31 / 3	40.27 / 3
=	$11.44	$13.42

II. For Section F.1.b.

1) The weighted average hourly wage rate for each male-dominated class which was evaluated as part of pay equity process.

- Compute using the same methodology as outlined above in Section I.1.i. for female classes.

2) The weighted average hourly wage rate for all male classes which were evaluated.

- Compute using the same methodology as outlined above in Section I.2.

III. For Section F.1.c.

To compute the average hourly rates for all female employees and all male employees prior to and after the projected pay equity adjustment:

i) For female and male employees: pre-pay equity

- List the actual hourly wage rate for each female employee in the organization before wage adjustments. Usually this would be done using pay rates for the last pay period before adjustments.

- Add the hourly wage rates and divide the total by the total number of female employees. Note, this calculation includes all female employees in the organization i.e. can be in male-dominated classes, gender-neutral classes, not receiving adjustments, etc..

- An example of this calculation is shown on page 6 of this document.

- Repeat this procedure to calculate the actual average hourly male rate substituting male employees and male hourly wage rates.

ii) For female employees: post pay equity adjustment

- List the projected hourly wage rate for each female employee after the total pay equity adjustment. (Include all female employees, that is, those receiving adjustments and not receiving adjustments).

- Calculate the projected average hourly wage rate for all female employees by adding up the individual rates and dividing by the total number of female employees.

For example, the average wage rates for female and male employees are calculated as follows:

1) For female employees

Female Employees Average Hourly Wage Rate

	Pre-Pay Equity	Adjustment	Post-Pay Equity
Social Worker II	$18.60	$ 0.00	$18.60
Bookkeeper 2	11.60	2.00	13.60
Clerk 1	10.20	1.10	11.30
Secretary III	12.20	2.00	14.20
Computer Analyst 3	20.10	0.00	20.10
Total	$72.70		$77.80

Average Hourly Wage Rate (Pre-Pay Equity) = $\frac{72.70}{5}$

= $ 14.54

(Post-Pay Equity) = $\frac{77.80}{5}$

= $15.56

2) For male employees

Hourly Wage Rates

Building Manager 5	$19.73
Electrician	18.00
Accountant 4	22.30
Security Officer 2	11.13
Total	$71.16

Average Hourly Wage = $\frac{71.16}{4}$

= $17.79

APPENDIX D

UNIONS AND ASSOCIATIONS INVOLVED IN
IMPLEMENTATION OF THE PAY EQUITY ACT IN CROWN CORPORATIONS

AMHSSE	-	Association of Manitoba Hydro Staff and Supervisory Employees
CPU	-	Canadian Paper Workers Union
CUPE	-	Canadian Union of Public Employees
CWC	-	Communications Workers of Canada
IBEW	-	International Brotherhood of Electrical Workers
IWA	-	International Woodworkers Union
MFCW	-	Manitoba Food and Commercial Workers
MGEA	-	Manitoba Government Employees Association
MHPEng	-	Manitoba Hydro Professional Engineers
TEAM	-	Telecommunications Employees Association of Manitoba